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*HUMAN SERVICES AGENCIES'
AFFIRMATIVE ACTION
RESOURCE DIRECTORY*

December, 1977

Resource Directory

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This resource directory was compiled for use by the Affirmative Action Administrators in the Human Services agencies and the Executive Office of Human Services. It was developed to assist the Administrators in their affirmative efforts to recruit minorities and women for jobs (professional and non-professional) within state government and occasionally to provide recruitment and referral assistance to those agencies that are related to government through funding, but may not be state jobs.

The directory was compiled with the assistance of the Human Services' Affirmative Action Administrators, by gathering listings of the various resources they have been utilizing with effective results. The agencies were then contacted to inquire whether they would agree to have their agency listed within the directory. We found, since this was our second attempt to update the directory, many of the resources we had been using no longer were able to provide us with the necessary assistance that is needed toward effective progression in Affirmative Action.

Thus, this directory should only be utilized as a guide that could be expanded on from time to time depending on the need(s) of the agency that is looking to expand its base of contacts. No one should construe this directory as providing them with all of the effective resources that are able to help them recruit minorities and women. However, they should consider this to be a listing of contacts that could lead you to other effective contacts for whatever geographical location where recruitment assistance is needed.

In order that the directory be as useful a tool as possible for the Administrators and their agency's staff, it is divided into the following sections:

- Section A - This section primarily identifies those resources located within the city of Boston that are capable of referring prospective minority and female candidates.
- Section B - This section identifies those resources that are located to the south of Boston and have a capacity to refer prospective minority and female candidates for positions available within that geographical location.
- Section C - In this section we are identifying those resources that are to the north of Boston and possess a capability of referring minority and female candidates for positions available within that locale.

Section D - This section provides an array of various Educational Institutions that should be used as an added resource when seeking candidates for various positions and notification of programmatic services offered by the agency.

Section E & F - This section is for the Affirmative Action Administrators' information and future reference. The contents consist of Executive Order 116, which is the working document for the effective implementation of their Affirmative Action Program and Administrative Bulletin 77-9 which explains the State's process/procedure for recruitment and hiring of all staff. Included is a sample copy of the standard job Announcement form to be utilized when a position becomes available. No other substitution will be acceptable.

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BOSTON RESOURCES

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|---|---------------------------------------|---|---|
| Affirmative Action Office One Ashburton Place Boston, MA 02108 | Leon Brathwaite 727-7441 | | All races, sexes, ages. Wide range of skills |
| Alianza 409 Dudley St. Roxbury, MA 02119 | Angeles Rodriguez 427-7175 | Only when necessary | Hispanic professionals in social work, planning and education |
| Aswalos House Job Placement Program 246 Seaver St. Dorchester, MA 02121 | 445-9645 | resume writing, salary bargaining, interviewing techniques and motivational training | minority males and females, para-professionals professionals, office workers with expertise in a variety of labor market skills |
| Boston City Hosp. 818 Harrison Ave. Boston, MA 02118 | 424-5000 | interview techniques | administrative field |
| Boston Indian Center 105 S. Huntington Boston, MA 02130 | Carol Lang 232-0343 | interviewing techniques | Indians age 20-30 9-12 education level |
| Boston Univeristy Advisory Resource Center 660 Beacon St. 5th Floor Boston, MA 02215 | Caren Yancey 353-3540 | job hunting workshops, life planning seminars | minorities with B.A. - Ph.D. |
| Boston University Minority Pre-Med Program 725 Comm. Ave. Boston, MA 02215 | Loretta Dixon 353-3540 | | Professional candidates in health |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|--|---|---|--|
| Boston University School of Medicine 80 E. Concord St. Boston, MA 02218 | Dr. Stanford Roman Asst. Dean of Minority Affairs 247-6062 | | Health professionals and administrators |
| Bureau of Personnel Records One Ashburton Place Boston, MA 02108 | James Viera 727-1590 | Resume writing, interviewing techniques | all races, sexes, ages wide range of skills |
| Business Careers International 19 Congress St. Boston, MA 02109 | Linda Correia 723-8130 | resume writing, interview preparation | professional minorities |
| Cambridge Economic Opp. Council 485 Mass. Ave. Cambridge, MA 02139 | Rosemary Jenseth 868-3050 868-6410 | full services | Spanish and Portuguese speaking. Wide range of skills |
| Cardinal Cushing Spanish Center 1375 Washington St. Boston, MA 02118 | Father Wendell Verrell 542-9292 | resume writing, interviewing techniques | Hispanic Social Science background |
| Charlestown ABCD Neighborhood Emp. Center 27 Winthrop St. Charlestown, MA 02129 | 241-8866 | resume writing, counseling | Boston residents over 16 years old. Most with entry level skills |
| Contrator's Assoc. of Boston, Inc. 227 Roxbury St. Roxbury, MA 02119 | 442-4680 | | Minority construction workers and labor service professionals |
| Cooper Community Center 1891 Washington St. Roxbury, MA 02119 | Hector Ruiz 445-1813 | Only when necessary | Blacks and Hispanic. High School and college level |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|--|---------------------------------------|---|---|
| Graham Junior College Black Student Union 632 Beacon St. Boston, MA 02215 | Maurice Slaughter 536-2050 | Internships, Resume writing, Interviewing techniques, life planning, goal setting | Communications and media, para- psychology and pre-educational Hispanic and Black candidates |
| Governor's Office of Community Services State House, Room 159A Boston, MA 02133 | Ivette Torres 727-3600 | | |
| Harvard University Graduate School of Education Placement Office Longfellow Hall 13 Appian Way Cambridge, MA 02138 | 495-3427 | Individual counseling, job announcements, workshops, seminars visiting recruiters office resources resource files | Multi-racial age 24-54 Educational administrative research, statistical analysis etc. |
| IBA 405 Shawmut Ave. Boston, MA 02118 | Jorge Aernandez 262-1342 | No structured services | Hispanics, some Black and Chinese. Wide range of skills |
| International Institute of Boston, Inc. 287 Comm. Ave. Boston, MA 02115 | Henry Culver 536-1081 | resume writing, interviewing | Indochinese refugees |
| Jamaica Plain Neighborhood Emp. Center 379 Centre St. Jamaica Plain 02130 | Gwendolyn Furtado 522-4830 | full services | all races, sexes ages. Wide range of skills |
| Jewish Vocational Center 31 New Chardon St. Boston, MA 02114 | 723-2846 | full services | all races, sexes ages. Wide range of skills |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|---|---------------------------------------|---|---|
| Mass. Council of Organizations of the Handicapped c/o Boston Housing Authority 1701 Washington St. Boston, MA | 227-3850 | If required | Handicapped males and females |
| Mayor's Office of Human Rights City Hall, Rm 206 Boston, MA 02201 | Kay Nurse 725-4410 | Resume writing, interviewing techniques, job hunting | all races, sexes, ages Wide range of skills |
| Minority Women Emp. Program 89 State Street Boston, MA 02109 | Charlene Rodericks 723-8070 | supportive counseling, resume writing, interviewing techniques | managerial, technical, professional candidates |
| Multi Service Ctr. Chinese American Civic Assoc. 85A Tyler St. Boston, MA 02111 | Helen Mah 426-8673 | resume writing, interviewing techniques, companies background | Chinese men and women; majority rec immigrants and/or colle granduates |
| New England School of Law Black American Law Students Assoc. 126 Newbury St. Boston, MA | 267-9655 | Letters of application, resume writing, interviewing techniques | minority and female candi with law experience |
| Northeastern Univ. African-American Institute 40 Leon Street Boston, MA 02115 | Ferna Phillips 437-3141 | resume writing, interviewing counseling | Black and Spanish speaking |
| Northeastern Univ. Office of Affirmative Action Placement Office Huntington Ave. Boston, MA 02115 | 437-2133 | | Masters Degree Doctorate minority and women candida |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|--|---------------------------------------|---|---|
| North End Emp. Center 20 Parmenter St. Boston, MA 02113 | 742-1670 | resume riting, interviewing techniques | All races, sexes ages. Wide range of skills |
| Opportunities Industrial Ctr. 184 Dudley St. Roxbury, MA 02119 | 442-2424 | resume writing, interviewing techniques | Economically disadvantaged clients |
| Public Emp. Program Office of Manpower Affairs Hurley Building Government Center Boston, MA 02114 | Janice Reynolds 727-3336 | resume writing, interiewing techniques | Minorities and women; all ages wide range of skills |
| Recruitment and Referral Division of Personnel Administration One Ashburton Place Boston, MA 02108 | 727-1590 | resume writing, interviewing techniques | Para-professionals professionals, technical and skilled blue- collar candidates |
| Recruitment and Training Program 1216A Blue Hill Ave. Mattapan, MA 02126 | Ruth Benjamin 296-0020 | career counseling resume writing, interviewing techniques, transportation so first interview | Candidates with entry level skills in apprenticable occupations |
| Roxbury I Neighborhood Emp. Center 348 Martin Luther King Blvd. Roxbury, MA 02119 | Warner Jackson 445-9350 | | |
| Roxbury II Neighborhood Emp. Center 2249 Washington St. Roxbury, MA | 445-0175 | | |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|---|---------------------------------------|--|---|
| Roxbury Multi- Service Center 317 Blue Hill Ave. Roxbury, MA 02119 | Cindy Crowley 427-4470 | | Black and Hispanic all sexes, ages. Mostly professional Wide range of skills |
| SOMBA 100 Cambridge St. Boston, MA 02202 | Dave Harris | | Minority |
| South Cove YMCA 56 Tyler St. Boston, MA 02111 | Ronald Yee 426-2237 | resume writing, pre-employment counseling | Chinese males and females, entry level para-prof. candidates |
| South End Neigh- borhood Action Program (SNAP) 554 Columbus Ave. Boston, MA 02118 | 267-7400 | variety of social service including job developmental | |
| United States Postal Service Box 565 Boston, MA 02102 | Janette Dishlor 223-2451 | resume writing | Para-professionals and professionals in a variety of labor market fields |
| United South End Settlements 20 Union Park Boston, MA 02118 | Mr. Syvalia Hyman III 266-5451 | none formally | Afro-American and Spanish males and females |
| United South End Settlements 566 Columbus Ave. Boston, MA 02118 | 536-8610 | testing, evaluation, counseling | Minorities all sexes, ages. Wide range of skills |
| Wider Opportunities for Women 413 Comm. Ave. Boston, MA 02215 | Ruth Hillman 261-2060 | full services | Women with a large variety of backgrounds and skills |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|--|---------------------------------------|--------------------------------|---|
| Women's Educational and Industrial Union 356 Boylston St. Boston, MA | Persis Blanchard 536-5651 | resume writing, counseling | All races, ages. Primary interest business and professions |
| Women's Service Club of Boston 464 Mass. Ave. Boston, MA 02118 | 262-3955 | resume writing | All races, ages. Mostly non- professionals |

SOUTH OF BOSTON RESOURCES

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|--|---------------------------------------|---|--|
| Brightwood Neighborhood Council 250 Burnie Ave. Springfield, MA 01107 | 413-739-4709 | resume writing, interviewing techniques | candidates with entry level skills |
| Community Teamwork Inc. 10 Bridge Street Lowell, MA 01852 | Randi Dutton 459-0551 | None | All Applicants |
| C & ROP, Inc. 346 Main St. Holyoke, MA 01040 | 413-536-0760 | None | Candidates with counseling, alcoholism and guidance background |
| C & ROP, Inc. 36 Center Street Chicopee, MA 01013 | 413-592-6121 | None | Candidates with counseling, alcoholism and guidance background |
| Educational Opp. Ctr. 458 Bridge Street Springfield, MA 01103 | Sally Carcia 413-732-7437 | None | Youth and alcoholism counseling and guidance |
| Green Island Neighborhood Opp. Ctr. 27-29 Millbury St. Worcester, MA 01610 | Doris Marcelonas 413-753-4661 | resume writing, counseling | All Applicants |
| Hampden County Manpower Consortium 6 Frost St. Springfield, MA 01105 | Nick Savenko | Through the agency's skills centers, referrals are given supportive services in seeking employment | Multi-racial, Veterans and female referrals with a multitude of expertised backgrounds |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|--|--|---|--|
| Main South Neighborhood Ctr. 932 Main Street Worcester, MA 01610 | 754-0756 754-8968 | one-to-one assistance | All Applicants |
| Mass. Assoc. of Workshop Facilities c/o Springfield Goodwill Industries 285 Dorset St. Springfield, MA 01108 | John Matthews 413-788-6981 | resume writing, interviewing | Non-professionals handicapped |
| Mass. Opportunity Council, Inc. 26 Main Street Leominster, MA 01452 | Sondlo Mhlaba Gregory Bascomb 534-9543 | Head Start does offer some programs | Limited minority |
| Massasoit Community College Thatcher Street Brockton, MA | 588-9100 X 179 | | |
| Multi Social Service Center 67 Jefferson Ave. Springfield, MA 01107 | Richard Mundo 413-734-6451 | Job development services | Hispanic candidates, semi-skilled, para-professionals professionals in social services |
| New England Sprinal Injury Foundation 369 Elliot St. Newton Upper Falls, MA 02164 | Bruce Marquis 964-0521 | None | Severe physical disabilities |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|---|---------------------------------------|--|--|
| Old Colony United Way 47 High Street Brockton, MA | 583-6306 | | |
| Resources Objective, Inc. 131 Middlesex Turnpike Burlington, MA 01803 | William Blake 273-2130 | resume assistance salary negotiation interview techniques | BSEE, BSCS computer/ electronics engineers, minority candidat |
| Resource Placement and Development 77 Maple Street Springfield, MA 01105 | William Johnson 413-733-3121 | resumes, interviewing, career counseling | fee paid minorities with technical and business backgrounds |
| Self-Help, Inc. 232 Main Street Brockton, MA 02401 | Carol Reed 588-5440 | resume writing | Black, Spanish, Cape Verdian, limited income |
| South Shore Community Action Council, Inc. 17 Court St. (rear) Plymouth, MA 02360 | Michael Griffin 746-6707 | None | Professionals and non-professionals around 30 years of age, white and minority, with and without college |
| Springfield Action Commission, Inc. 721 State Street Springfield, MA 01109 | Nancy Walsh 413-788-7396 | None | All Applicants |
| Spanish & American Union 67 Jefferson Ave. Springfield, MA 01107 | Nina Galvin 413-734-7381 | None | Hispanic, minority |

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|--|--|---|--|
| Three Pyramids Inc. 66 Day Street Fitchburg, MA 01420 | Nathaniel Parks, Jr. 342-6011 | Counselors on staff | Minorities |
| Treatment Alternatives Planning Group 1618 Main Street Room 219 Springfield, MA 01103 | Morton Stein 413-736-0371 | Done on individual basis | Generally para- professionals with drug- alcohol experienc |
| UMass Bilingual Collegiate Building UMass, Amherst, Mass. | Ben Rodrigues 413-545-0111 | resume writing, interviewing techniques | Minority candidates, engineering, teachers, voc. instructors, counseling |
| Urban League of Springfield 756 State Str. Springfield, MA 01109 | 413-739-4793 | | Black, White, Hispanic, skilled and non-skilled |
| WATH Job Training Program 517 Main St. Worcester, MA 01608 | Charles Croteau 757-9435 | resume writing, interview skills, refresher tutoring | physically handicapped |
| Western Mass. Legal Services 121 Chestnut Street Springfield, MA 02114 | Teresita Rivera | None | Individual referrals with multi-level expertise. Specifically Spanish cand. |
| Worcester Tenants Association 122 Millbury St. Worcester, MA 01610 | Paul Groesbeck 757-2150 757-2156 | Very informal | All applicants |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|--|---------------------------------------|--|---|
| YWCA Women's Resource and Career Counseling Center 90 Irving Street Framingham, MA 01701 | Rutty Guzadar 873-9781 | resume writing, job interviewing, vocational counseling | Women and minorities, 16-65 yrs. of age 8th grade - college level |

NORTH OF BOSTON RESOURCES

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|---|---------------------------------------|--|---|
| Allston-Brighton Neighborhood Emp. Center 141 Harvard St. Allston, MA | 783-1235 | | |
| Babson College Office of Career Counseling 201 Wellesley Ave. Wellesley, MA 02157 | 235-1200 | resume writing, interviewing, career counseling, job search strategies | B.S. Business Administration, MBA |
| Community Development Agency 162 Ho. Main St. Fall River, MA 02720 | Paul Poulos 679-0131 | None | All Types |
| Educational Opportunity Ctr. 106 Spring St. New Bedford, MA 02740 | Doris Harriman 996-3147 | career counseling | All Types |
| Greater New Bedford Urban Coalition 106 Spring Street New Bedford, MA 02740 | Manuel Azevedo 997-2906 | | Minorities |
| Hispanic Office Planning and Evaluation 14 Somerset St. Boston, 02108 | | None | Hispanic males and females, professionals in Education, Business Adm., Accounting, Planning |
| Human Relations Commission 1204 Purchase St. City Hall Annex New Bedford, MA 02740 | 992-9027 | | All Types |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|--|---------------------------------------|--------------------------------|--|
| Greater Lawrence Community Action Council 11 Lawrence St. Room 423 Lawrence, MA 01840 | 686-3915 | | All Types |
| Lynn Economic Opportunity, Inc. 360 Washington St. Lynn, MA | 599-2217 | | |
| Northern Essex Regional Community Action Commission 71 Primrose St. Haverhill, MA 01830 | James Waldron 373-1971 | None | All Types |
| On-Board Inc. P.O. Box F-468 New Bedford, MA 02742 | 997-3353 | None | All Types |
| Puerto Rico Civic Assoc., Inc. 55 Rivet St. P.O. Box M-204 New Bedford, 02744 | Heriberto Alfano 992-8377 | Done on one-to-one basis | Puerto Rican males and females |
| Regina Pacis Center 171 Rivet St. P.O. Box M-411 New Bedford, 02744 | Father Charles Soto 996-5862 | English | Hispanic males and females |
| United Front Homes 285 Ash Street New Bedford, 02740 | 996-2677 | None | Office, Maintenance, Landscaping |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|---|---------------------------------------|---|---|
| W. Medford Community Ctr. 69 Boston Ave. W. Medford, MA 02155 | Kenneth Holmes 488-1681 | resume writing, interview techniques | All Types |
| YWCA 66 Spring Street New Bedford, MA 02740 | 999-6201 | resume writing, interviewing techniques | Primarily women. One program deals with age 55 and over. |

BUSINESS SCHOOL RESOURCES

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|--|---------------------------------------|---|--|
| Bay State Junior College of Business 122 Commonwealth Ave. Boston, MA 02116 | 266-0220 | offers training in shorthand, typing, administrative skills | |
| Boston Business School 989 Comm. Ave. Brighton, MA 02135 | 787-5600 | Free tuition for Boston residents who have completed high school. Secretarial Accounting/bookeeping machine transcription | |
| Burdett School Prudential Tower Bldg. 2nd Floor Boston, MA 02116 | 262-3240 | bookeeping accounting secretarial | Most students will have worked part time in offices, which means they will have some exp. |
| Chamberlayne Jr College 128 Comm. Ave. Boston, MA 02116 | 536-4500 | secretarial accounting/bookeeping | |
| Control Data Institute 20 North Ave. Burlington, MA 01803 | 272-4070 | computer technology (repair & maintenance) programming and operations, audio visual aides | |
| Copley Secretarial Institute 739 Boylston St. Boston, MA 02116 | 536-2784 | typing shorthand bookeeping dictaphone | |
| Emery School 376 Boylston St. Boston, MA 02116 | 262-3412 | | Part time employment only |
| Fisher Junior College 118 Beacon St. Boston, MA 02116 | 262-3240 | secretarial pre-teaching child psychology | |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|--|---------------------------------------|---|--|
| Garland Junior College 409 Comm. Ave. Boston, MA 02115 | 266-7585 | secretarial, institution food service, art, early childhood education | |
| Graham Junior College 632 Beacon St. Boston, MA 02215 | 536-2050 | | Full time and part time secretarys and business adm. support staff |
| Hickox School 200 Tremont St. Boston, MA 02116 | 482-7655 | secretarial training | |
| ITT Technical Institute 985 Comm. Ave. Boston, MA 02215 | 787-2200 | computer technology, programming, operation | |
| Katharine Gibbs School 21 Marlborough St. Boston, MA | 262-2250 | secretarial skills | All levels from clerk to executive |
| Marshall Jenkins School for Secretaries 35 Comm. Ave. Boston, MA 02116 | 267-1353 | secretarial skills | All levels from clerk to executive |
| Newbury Junior College 921 Boylston St. Boston, MA 02115 | 262-9350 | | Human and social service positions |
| Shaw Preparatory School, Inc. 883 Boylston St. Boston, MA 02116 | 262-0383 | secretarial, lab skills (medical) | |

| <u>Organization</u> | <u>Contact Person Phone #</u> | <u>Supportive Services</u> | <u>Clientele Array</u> |
|--|---------------------------------------|--|--|
| Suffolk University College of Business Adm. 41 Temple St. Boston, MA 02108 | 723-4700 | | Professional placements in any business management related position |
| Tech Age Business School 6 Pleasant St. Malden, MA 02148 | 321-2500 | Typing, shorthand, administration (support staff) | |
| Touch Shorthand Academy 333 Washington St. Boston, MA | 227-2853 | | All level secretarial positions |



MICHAEL S. DUKAKIS
GOVERNOR

THE COMMONWEALTH OF MASSACHUSETTS

By His Excellency

MICHAEL S. DUKAKIS
GOVERNOR

EXECUTIVE ORDER NO. 74
(AS AMENDED AND REVISED BY EXECUTIVE ORDER NO. 116)
GOVERNOR'S CODE OF FAIR PRACTICES

Preamble

The Commonwealth of Massachusetts has led this nation since its birth in protecting the rights and privileges of individuals. The Massachusetts Constitution of 1780, which has been a model for other states, is based on a belief in freedom and equality for all mankind and the duty of government to safeguard and foster for its people the enjoyment of these rights.

Our continued commitment to this principle is demonstrated by our strong laws prohibiting discrimination because of race, color, creed, national origin, military status, sex and age in the areas of employment, education, private and public housing units, commercial property and public accommodations. By requiring the elimination and prevention of racial imbalance in public schools, we have begun to end existing de facto segregation that denies equal educational opportunity to tens of thousands of children.

But in spite of these accomplishments, much remains to be done. Many families presently suffer from inadequate incomes, sub-standard and overcrowded housing and inferior education because discrimination and de facto segregation bar them from the better jobs, dwellings and schools. We recognize that any such effects of any illegal past or present discriminatory practices by state agencies and appointing authorities must be affirmatively remedied, and that the percentage racial and sexual makeup of the state work force should, at all levels, reflect the percentage racial and sexual makeup of the population where the jobs exist.

We have made a beginning, but if we are to finish the job we have begun, all branches of our state government must take the lead in the struggle for human rights and must exert their authority and exercise their talents for the enforcement of our anti-discrimination laws and the promotion of equal opportunities for all persons.

In order to meet this obligation, I, Michael S. Dukakis, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me by the Constitution and by the statutes of the Commonwealth, do hereby adopt the following Governor's Code of Fair Practices and hereby order and direct that the said Code be the governing and guiding policy of the Executive Branch of the Government of the Commonwealth of Massachusetts.

Article I Declaration of Policy

1.1 Non-discrimination and equal opportunity are the policy of the Executive Department of the Commonwealth of Massachusetts in all of its decisions, programs and activities. To that end, all state employees shall rigorously take affirmative steps to insure equality of opportunity in the internal affairs of state government, as well as in their relations with the public, including those persons and organizations doing business with the Commonwealth. Each agency, in discharging its statutory responsibilities, shall consider the likely effects which its decisions, programs and activities shall have in meeting the goal of equality of opportunity.

1.2 Affirmative action requires more than vigilance in the elimination of discriminatory barriers to employment on the grounds of race, color, creed, national origin, age and sex. It must also entail positive and aggressive measures to ensure equal opportunity in the areas of hiring, promotion, demotion or transfer, recruitment, layoff or termination, rate of compensation, inservice or apprenticeship training programs, and all terms and conditions of employment. This affirmative action shall include efforts required to remedy the effects of present and past discriminatory patterns and practices and any action necessary to guarantee equal employment opportunity for all people.

1.3 All agencies and appointing authorities of the Commonwealth shall initiate affirmative action programs designed to conform with this policy. All such affirmative action programs shall be subject to review by the Executive Office of Administration and Finance ("Commissioner") and the Massachusetts Commission Against Discrimination ("Commission") as hereafter provided.

1.4 All powers, functions and duties granted to the Governor, the Commissioner of Administration and Finance, and the Massachusetts Commission Against Discrimination under any provision of law shall apply also to this Code and shall be construed liberally for the accomplishment of the purposes hereof.

Article II Employment Policies of State Agencies

2.1 State officials and supervisory employees shall appoint, assign, train, evaluate, compensate, and promote state personnel on the basis of merit and fitness, without regard to race, color, religion, national origin, ancestry, language, sex or age, unless a preference, limitation or specification based upon sex, age, language, military service or otherwise is required by law, or unless sex or proficiency in the English language is deemed by the Massachusetts Commission Against Discrimination to be a bona fide occupational qualification for employment.

2.2 The Commissioner of Administration and Finance shall establish appropriate standards and procedures governing the preparation, submission and review of affirmative action plans by all agencies within the Executive Department. Such standards and procedures shall include, without limitation, the following:

2.2.1 The requirement that, within thirty days of the effective date of this order, the secretary of each executive office shall cause each agency or appointing authority under his or her control to prepare an affirmative action plan or plans setting forth goals and timetables and requiring that each agency or appointing authority employ all possible measures to eliminate the effects of any present or past discriminatory employment practice. The timetables for achieving the goals set in affirmative action plans shall be closely reviewed by the Commissioner, or his designee, to assure that they are reasonable, to the end that the goals established in each such plan shall be achieved in the shortest reasonable time. In no event, however, shall any plan be approved by the Commissioner if the time for achieving the goals extends beyond January 1, 1978.

2.2.2 The requirement that in preparing an affirmative action plan, the agency or appointing authority consider its existing staffing patterns, and when such patterns indicate a pattern of staffing of racial minorities and women that is not fairly reflective of the percentage of minorities and women where the jobs exist, then to take appropriate remedial measures.

2.2.3 The requirement that, within ninety days of the effective date of this order, the Commissioner shall approve or disapprove all affirmative action plans prepared by such agencies and appointing authorities.

2.2.4 The requirement that the Commissioner, or his or her designee, conduct an ongoing review of affirmative action plans to assure that such plans, and the intent of this Executive Order, are being complied with.

2.2.5 The requirement that the secretary of each Executive Office shall appoint a highly placed person, who shall report directly to such secretary and who may be designated the Equal Employment Opportunity Officer, to supervise enforcement of affirmative action plans by agencies and appointing authorities within such executive office, including the secretariat. The chief executive of each agency or appointing authority shall appoint a highly placed person, who shall report directly to the chief executive, to administer and enforce the affirmative action plan of such agency or appointing authority. Said person may also be designated the Equal Employment Opportunity Officer. Each Equal Employment Opportunity Officer shall have the authority to review and pass upon affirmative action plans within his or her office and, wherever possible, shall be exempt from Civil Service. In addition, the Equal Employment Opportunity Officer for each secretariat shall have authority to recommend approval or disapproval of appointment forms and personnel requisitions, and is given a sign-off on all personnel requisitions and appointment forms initiated within his or her secretariat. All other Equal Employment Opportunity Officers shall have authority to recommend approval or disapproval of appointment forms and personnel requisitions and shall report all disapprovals to the Equal Employment Opportunity Officers for their secretariats.

2.2.6 The requirement that all agencies and appointing authorities shall promulgate clear, written directives to carry out the approved affirmative action plan.

2.3 The Commissioner shall consult with the Massachusetts Commission Against Discrimination, with respect to the establishment of such standards and procedures.

2.4 The Division of Civil Service and the Bureau of Personnel and Standardization (Division of Personnel Administration after July 1, 1975) shall employ systematic efforts to ensure that the procedure for appointing persons to state service, including the development and administration of written and oral examinations, job specifications, and employment qualifications, are free from either conscious or inadvertent bias, and have been examined to eliminate any discriminatory effect on minorities or women. All examinations for entry or promotional appointments shall be designed clearly and demonstrably to test an applicant's actual ability to discharge the duties of the position for which the person seeks appointment.

2.5 The Commissioner shall investigate instances of non-compliance with an approved affirmative action plan. Any finding, after a hearing by the Commissioner, or his or her designee, of deliberate failure or refusal to implement such plan shall constitute cause for dismissal, and shall be reported through the appropriate secretary to such person's appointing authority for appropriate disciplinary action. If a secretary is found to be out of compliance, the report shall be made to the Governor.

2.6 The Commissioner shall refer to the Massachusetts Commission Against Discrimination any information which he or she believes may constitute a violation of the laws. The Commission shall initiate complaints against those agencies or persons who it has reason to believe are in violation of the laws. If any agency or appointing authority does not have an approved affirmative action plan within one hundred twenty days after the effective date of this Executive Order, then the Commission may establish such plan for such agency or authority.

2.7 Each agency and appointing authority by July 30th of each year shall report, through the appropriate secretary, to the Commissioner on actions taken during the preceding fiscal year to implement its affirmative action plan. Notwithstanding the foregoing, the Commissioner or the Massachusetts Commission Against Discrimination may at any time request and shall receive such information as is deemed appropriate for purposes of monitoring compliance.

2.8 To carry out the affirmative action responsibilities of the Commissioner under this order, and the Commonwealth's policy of non-discrimination and equal opportunity, there shall be appointed a Director of Affirmative Action ("Director"), who shall be the chief affirmative action officer for the Commonwealth. In order effectively to perform said responsibilities, the Director shall have authority to approve or disapprove all personnel requisitions and appointment forms submitted to the Commissioner by appointing authorities within state government, and is given a sign-off on all such

appointment forms and personnel requisitions. The Director shall, from time to time, but at least every three months, report to the Governor and the Commissioner on the progress being made by secretaries and all other appointing authorities in meeting the affirmative action plans. Further, the Director shall insure that the state personnel system is operated in such a way as to ensure assistance to appointing authorities in meeting their affirmative action goals. All affirmative action officers shall be required to submit information to the Director and to such other persons as the Director may designate. Said affirmative action officers shall report to the Director any problems that they experience in enforcing and administering the affirmative action plan or plans within their offices. In addition, the Director shall have any additional powers that are necessary to carry out the Commonwealth's policy of non-discrimination and equal opportunity.

2.9 The hearings required in paragraph 2.5 of this Article shall be conducted by a hearings panel, consisting of not less than three persons. The panel may be called the Equal Employment Panel (Panel), and shall have authority to impose sanctions on persons, where appropriate. To act as staff for the Panel, the Commissioner, or his or her designee, shall appoint a Panel director. The Panel director shall perform such other duties as the Commissioner, or his or her designee, may determine.

2.9.1 The Commissioner, or his or her designee, shall establish such appeal procedures as may be required to protect rights of secretaries.

2.10 Nothing in the Article shall be deemed to diminish the powers, duties or jurisdiction of the Commission, including but not limited to its power to act with respect to complaints against any agency or person.

Article III State Services and Facilities

3.1 All services of every state agency shall be performed without discrimination based on race, color, religion, national origin, ancestry, age, or sex. No state facility shall be used in furtherance of any discriminatory pattern or practice nor shall any state agency become a party to any agreement, arrangement, or plan which has the effect of sanctioning such patterns or practices.

3.2 Each appointing authority shall at the request of the Massachusetts Commission Against Discrimination critically analyze all of its operations to ascertain possible instances of non-compliance with this policy, and shall instigate sustained, comprehensive programs based on Massachusetts Commission Against Discrimination guidelines to remedy any defects found to exist.

Article IV Contracts

4.1 Every state or state-assisted contract for public buildings and public works or for goods or services shall contain an article prohibiting discriminatory employment practices by contractors, subcontractors and suppliers of goods or services based on race, color, religion, national origin, ancestry, age or sex. The non-discrimination article shall include

a provision requiring contractors and suppliers of goods or services to give written notice of their commitments under this article to any labor union, association or brotherhood with which they have a collective bargaining or other agreement. Such notice shall also be given to minority and women contractors and minority contractor associations.

4.2 It is the policy of the Commonwealth of Massachusetts to require that every state contract or state-assisted contract for public buildings and public works and for goods and services which exceeds \$100,000 shall contain an article requiring the contractor, and his or her sub-contractors, to undertake through every possible measure such affirmative action as may be required by the secretary of the executive office within which the contracting or assisting agency is located (of if such agency is not located within an executive office, then such secretary shall be designated by the Commissioner). The secretary of each executive office shall require that the contracting or assisting agency include as part of state or state-assisted contracts for public buildings and public works, a version of the Commonwealth's Supplemental Equal Employment Opportunity Anti-Discrimination and Affirmative Action Program, appropriately adapted by the Commission. The objective of such affirmative action shall be that (1) all present and past effects of discrimination in employment because of race, color, religion, sex, age or national origin shall be eliminated, and (2) to promote the full realization of equal employment opportunity for minorities and women, including minority and women contractors, through positive and continuing programs.

4.3 Such contractual provisions shall be fully and effectively enforced and any breach of them shall be regarded as a material breach of the contract subject to appropriate sanctions. The Massachusetts Commission Against Discrimination shall be responsible for determining compliance with the non-discrimination and affirmative action section of state contracts. In the event of a finding of non-compliance with these provisions, the contracting agency shall impose such contract sanctions consistent with the law and contractual agreements, as it may deem appropriate to attain full and effective enforcement.

4.4 In implementing this policy of non-discrimination and affirmative action, all contracting and assisting agencies shall cooperate with and utilize the expertise of the Massachusetts Commission Against Discrimination. As part of its annual report, each state agency and appointing authority shall submit to the Massachusetts Commission Against Discrimination documentation of its actions and programs to insure compliance with these provisions by all contractors, subcontractors and suppliers of goods and services.

Article V State Employment Services

5.1 All state agencies including educational institutions, which provide employment referral or placement services to public or private employers shall accept job orders, refer for employment, test, classify, counsel, and train only on a non-discriminatory basis. Said agencies shall refuse to fill any job order which has the effect of excluding any class of persons because of race, color, religion, national origin, ancestry, language, age or sex, unless

a preference, limitation, or specification based upon age or sex or language is deemed by the Massachusetts Commission Against Discrimination to be a bona fide occupational qualification for employment.

5.2 All state agencies shall advise the Massachusetts Commission Against Discrimination promptly of any employers, employment agencies or unions which said agencies have reason to believe are practicing unlawful discrimination.

5.3 State agencies shall assist public and private employers, unions, or other persons who, pursuant to a remedial affirmative action program, seek to broaden their recruitment programs by requesting the referral of qualified minority and female applicants. Each executive office, including but not limited to the Executive Office of Manpower Affairs, shall direct agencies under their jurisdiction to utilize fully their expertise, to the end that the agencies shall cause all persons (as defined in Chapter 151B of the Massachusetts General Laws) within their jurisdiction to initiate action to eliminate any practice or program which has an illegal discriminatory effect on minority or female persons within the population, due to their race, sex, color, or national origin.

Article VI Massachusetts Commission Against Discrimination

6.1 In the performance of its responsibilities under this Executive Order the Massachusetts Commission Against Discrimination shall have the full cooperation of all state agencies and appointing authorities. Said agencies and appointing authorities shall comply with the Commission Against Discrimination's requests for information concerning practices inconsistent with the state policy of non-discrimination and affirmative action and said agencies shall follow its lawful directives for giving effect to that policy.

6.2 Where appropriate the Commission shall promulgate guidelines, rules and regulations aiding the implementation and enforcement of this Executive Order.

Article VII State Education, Counselling, and Training Programs

7.1 All educational, counselling, and vocational guidance programs and all apprenticeship and on-the-job training programs of state agencies, or in which state agencies participate, shall be open to all qualified persons, without regard to race, color, religion, national origin, age, sex or ancestry. Such programs shall be conducted to encourage the fullest development of the interests, aptitudes, skills, and capacities of all students and trainees, with special attention to the problems of culturally deprived, educationally handicapped, or economically disadvantaged persons.

7.2 Those state agencies responsible for educational, counselling, and training programs shall take positive steps to insure that all such programs are free from either conscious or inadvertent bias.

7.3 Expansion of training opportunities under these programs shall also be encouraged with a view toward involving larger numbers of participants from those segments of the labor force where the need for upgrading levels of skill is greatest.

Article VII Health Care

All private health care facilities licensed or chartered by the State, including hospitals, nursing homes, convalescent homes, rest homes, and clinics shall be required to comply with the state policy of non-discrimination in their patient admissions and in health care service as a condition of continued participation in any state program, or in any educational program licensed or accredited by the State, or to be eligible to receive any form of assistance.

Article IX Private Educational Institutions

All private educational institutions licensed or chartered by the State, including professional, business, and vocational training schools, shall at the request of the Massachusetts Commission Against Discrimination be required to show compliance with the state policy of non-discrimination and affirmative action in their student admissions and other practices as a condition of continued participation in any state program or eligibility to receive any form of state assistance.

Article X State Licensing and Regulatory Agencies

10.1 State agencies shall not discriminate by considering race, sex, color, religion, national origin, or ancestry in granting, denying or revoking a license or charter, nor shall any person, corporation, or business firm which is licensed or chartered by the State unlawfully discriminate against or segregate any person on such grounds. All businesses licensed or chartered by the State shall operate on a non-discriminatory basis, according equal treatment and access to their services to all persons.

10.2 Any licensee or charter holder who fails to comply with this policy shall be subject to such disciplinary action as is consistent with the legal authority and rules and regulations of the appropriate licensing or regulatory agency. State agencies which have the authority to grant, deny, or revoke licenses or charters, must actively utilize their authority to prevent any person, corporation, or business firm from discriminating because of race, color, religion, national origin, sex, age or ancestry or from participating in any practice which may have an illegal discriminatory effect on women and minority persons within the population. The Massachusetts Commission Against Discrimination shall review and approve all procedures, rules, and regulations used to implement this policy.

Article XI Housing Accommodations

11.1 No person, corporation, or firm which is licensed or chartered by the State to engage in the business of selling, leasing, renting, financing, building, or developing housing accommodations shall discriminate against any prospective buyer, leasee, or tenant because of race, color, religion,

national origin, ancestry, language, membership in the armed forces, sex, marital status, or veterans status, nor shall any licensee or charter holder seek to promote the sale or lease of any residential property on the ground that a person of minority racial, religious, or ethnic background has established or will establish residence in the neighborhood.

11.2 Any real estate broker or salesman, corporate owner, lending institution, homebuilder, or developer who fails to comply with this policy shall be subject to such disciplinary action as is consistent with the legal authority and rules and regulations of the appropriate licensing or regulatory agency, and state statute.

11.3 There shall be no segregation or discrimination in any publically assisted housing based upon race, color, sex, creed, military or veterans status, language, or national origin. The prevention and elimination of racial, ethnic and religious segregation shall be an objective in all decisions involving the selection of new publically assisted housing sites, the development and execution of urban renewal plans and the management of and placement of tenants in public housing. The Department of Community Affairs, Massachusetts Housing Finance Agency, and the Massachusetts Commission Against Discrimination shall assist local authorities in promoting integrated housing in state supported or state supervised projects.

Article XII Public Schools

12.1 By law, it is the policy of the Commonwealth of Massachusetts to require all school committees to adopt as educational objectives the promotion of equal and integrated education and the correction of existing racial imbalance in the public schools. The prevention or elimination of racial imbalance shall be an objective in all decisions involving the drawing of or altering of school attendance lines and the selection of new school sites. The Department of Education shall also pursue a program of promoting fair employment practices for certified teachers and shall periodically examine its publications and educational materials to assure that they are a realistic representation of the world peoples and their contributions to history and culture.

12.2 The Board of Education shall develop, and cause to be implemented, Rules and Regulations designed to effectuate Chapter 622 of the Acts of 1971 (Massachusetts General Laws c. 76, Sec. 5), and shall ensure that the School Building Assistance Bureau require that all new school buildings and facilities are designed so as to assure that male and female students are provided equal physical facilities.

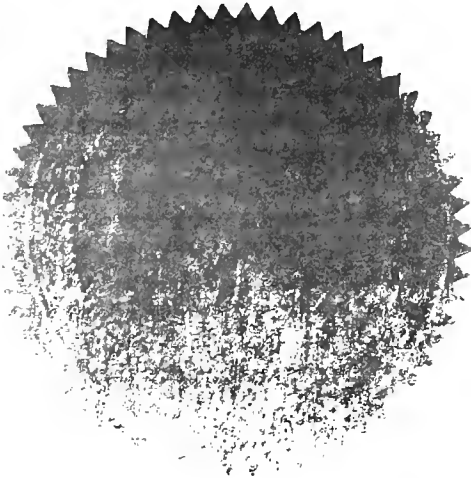
12.3 The Massachusetts Commission Against Discrimination shall intervene and act to develop affirmative action programs in order to remedy existing patterns or practices of discrimination which may have a disparate effect on the education of women and minority groups as defined by the Massachusetts Commission Against Discrimination.

Article XIII State Financial Assistance

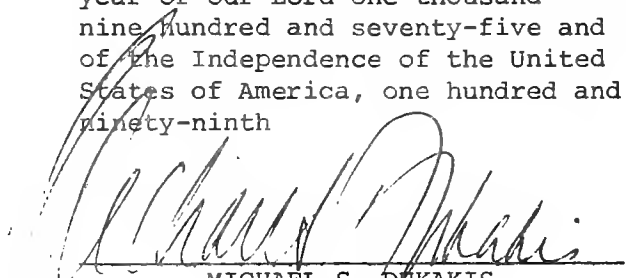
State agencies disbursing financial assistance, including but not limited to loans and grants, shall require recipient organizations and agencies to undertake affirmative action programs designed to eliminate patterns and practices of discrimination due to race, color, sex, or national origin. At the request of the Massachusetts Commission Against Discrimination, state agencies disbursing such assistance shall develop, subject to review by the Massachusetts Commission Against Discrimination, rules, regulations and procedures necessary to implement the goals of non-discrimination and affirmative action.

Article XIV State Forms

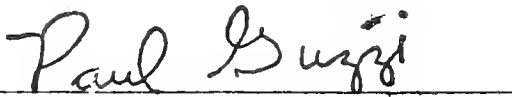
All state agencies shall exclude from forms of request for information any item or inquiry expressing any limitation or specification as to race, color, creed, national origin, sex or age, unless the item or inquiry is expressly required by statute or is deemed by the Massachusetts Commission Against Discrimination to be a bona fide occupational qualification. However, if such an item or inquiry is required in good faith for a proper purpose, and prior written permission for its use has been given to the agency or appointing authority by the Massachusetts Commission Against Discrimination, then such a practice may be allowed.



Given at the Executive Chamber in Boston this 1st day of May in the year of our Lord one thousand nine hundred and seventy-five and of the Independence of the United States of America, one hundred and ninety-ninth



MICHAEL S. DUKAKIS
Governor
COMMONWEALTH OF MASSACHUSETTS



PAUL H. GUZZI
Secretary of the Commonwealth

PERSONNEL REFERRAL JOB ORDER

The Commonwealth of Massachusetts
Division of Personnel Administration

Please typewrite

DATE:

| | | |
|---|--|-----------------|
| POSITION TITLE | | REQUISITION NO. |
| BRIEF JOB DESCRIPTION | | |
| QUALIFICATIONS | | |
| AGENCY NAME: | | |
| AGENCY ADDRESS | | |
| NAME AND LOCATION OF EMPLOYMENT SITE IF DIFFERENT FROM ABOVE: | | |
| PAY & HOURS PER WEEK \$ _____ | Check appropriate box: <input type="checkbox"/> CIVIL SERVICE PROVISIONAL APPOINTMENT <input type="checkbox"/> NON-CIVIL SERVICE POSITION | |
| PERSON TO CONTACT | | PHONE NUMBER |

Do you wish Affirmative Action assistance?

NO YES - WOMEN SPANISH BLACK OTHER:

Signature of Secretary or Designee:

MEMORANDUM

TO:

FROM:

RE: Job Openings

As of this date _____, the following positions
are available in the _____.

JOB TITLE

GRADE

Please ask any interested persons to call _____
at _____ as soon as possible.

Additional Comments:

Affirmative Action Officer

Projected Job Closing Date: _____

Attached is a copy of the personnel referral job order
which has been submitted to the Recruitment and Referral Office.

Internal Promotion - not meant for external posting.

